

2020

2020 Strategic Plan: Ever Upward

New York Law School

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2020 STRATEGIC PLAN
EVER UPWARD



WE ARE NEW YORK'S LAW SCHOOL

SINCE 1891

Our Story

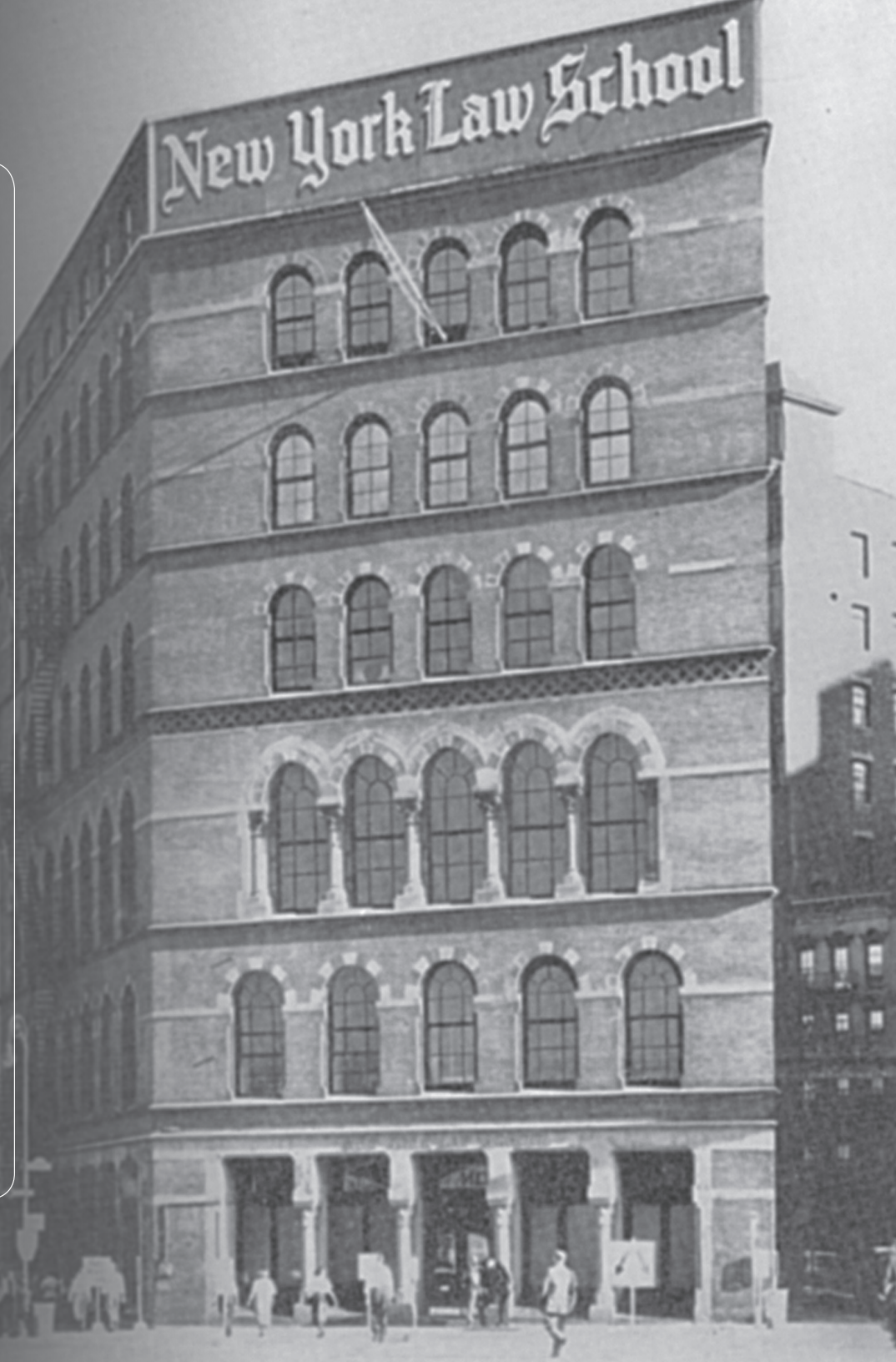
Lower Manhattan is home to Wall Street, the global markets, tech companies, government agencies, high-profile courts, and *just one law school*: New York Law School (NYLS).

NYLS has been a downtown institution since its founding in 1891. Its original campus was the Equitable Building at 120 Broadway. Today, the School inhabits an iconic, high-tech glass building adjoined to two historic buildings at 185 West Broadway, a vibrant corner of Tribeca.

Through economic highs and lows, and amid dramatic changes to the legal profession and legal education, NYLS has remained a destination for thousands of committed people from all means to pursue the study of law. And with the tools NYLS provided, graduates of the School have built modern New York.

The School's alumni include U.S. Senator and New Deal architect Robert F. Wagner Sr.; U.S. Supreme Court Justice John Marshall Harlan II; Emilio Nunez, New York's first Latino judge; Julius Archibald, New York's first African American State Senator; Barbara Watson, the first African American and first woman to serve as a U.S. Assistant Secretary of State; Hon. Judith Sheindlin (television's "Judge Judy"); Maurice R. (Hank) Greenberg, Former Chairman and CEO of American International Group and Chairman and CEO of C.V. Starr & Company, Inc.; Zygi Wilf, owner of the Minnesota Vikings; Vincent Viola, owner of the Florida Panthers; Marc Lasry, Co-Founder and CEO of Avenue Capital Group and co-owner of the Milwaukee Bucks; Charles E. Phillips Jr., CEO of Infor; Cindy Rose, Microsoft UK CEO and Area Vice President; Joe Plumeri '15 (Hon.), Vice Chairman of the Board of Directors for First Data Corporation; and thousands of other leaders, including the founders or name partners of several global law firms.

In May 2012, Anthony W. Crowell became NYLS's 16th Dean and President. Dean Crowell established the motto "We are New York's law school" in recognition of NYLS's unparalleled connection to New York and its commitment to excellence, opportunity, and service.



November 2019



“New York Law School’s goal is to launch lawyers who solve problems and who lead change. If we’ve done our jobs right, you will leave here today with the foundation you need to become indispensable leaders.”

—Dean Crowell in his Commencement address
to the Class of 2019

Dear Colleagues,

I am proud to share New York Law School’s **2020 Strategic Plan: Ever Upward**. As “New York’s law school,” we have always thought big. Now, we’re thinking *bigger*. We have important plans for the next five years to provide an academic program that allows our community to shape law and policy globally, while responding to the evolving demands of the legal profession.

Law schools today must be creative and visionary, as well as adaptable and efficient. The legal marketplace has fundamentally changed during the past 10 years, impacting law school enrollments nationwide. Though a strategic plan is necessarily aspirational, it must also be implemented thoughtfully within the context of a financial plan. Thus, while our goals are ambitious, our plan reflects a keen understanding that we will realize them through highly responsible fiscal stewardship and program management, generous philanthropy, and innovative academic and institutional partnerships to support extraordinary outcomes for a diverse student population.

Indeed, our most essential priority is providing our students with the knowledge and skills they will need to thrive as lawyers. Our graduates should embody the motto of New York State itself, *Excelsior*: Ever Upward.

We call ourselves *New York’s law school* because we hold ourselves to the same high standard. As Lower Manhattan’s preeminent legal education institution for almost 130 years, we know that the strengths that have sustained us for more than a century will serve us well into the future.

Learn more, and come be part of our work!

A handwritten signature in black ink that reads 'Anthony W. Crowell'.

Anthony W. Crowell
Dean and President
Professor of Law

Executive Summary



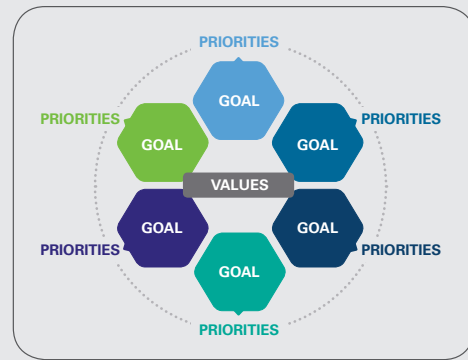
NYLS's new five-year *2020 Strategic Plan: Ever Upward*, is organized by a set of values, goals, and priorities designed to benefit students, alumni, and the legal profession while strengthening the School's reputation in the academic and legal communities.

The **VALUES** represent a commitment to deepening NYLS's identity as "New York's law school" and Lower Manhattan's *only* law school. These special qualities are a significant differentiating factor for NYLS.

The **GOALS** are continuations of NYLS's **2013 Strategic Plan**. This new plan builds from the solid foundation of that prior document and is guided by the same broad framework. And, critically important, it is to be implemented with an eye towards maximizing the goals of the **2015 Institutional Diversity Plan**.

The **PRIORITIES** are new action items for the next five years. They are organized by goal. They have evolved from the priorities in the 2013 Strategic Plan to reflect changes to legal education and the profession.

OUR FIVE-YEAR PLAN AT A GLANCE



- Advancing the objectives of the Institutional Diversity Plan
- Launching and growing pre-law pipeline programs
- Expanding high-quality internal and external programming
- Supporting first generation professionals



DIVERSITY AND INCLUSION
Engaging the entire School community to foster a culture of true inclusiveness, principally as applied to the other five goal areas.

- Developing a strategic financial plan to support a sustainable and successful School
- Ensuring efficient operations and student services
- Using technology to enhance customer service
- Continuing robust employee training programs



OPERATIONS
Driving operational efficiencies and adopting a culture of transparency, accountability, and affordability.

- Launching a bold new alumni engagement program
- Engaging the NYLS community in meaningful social justice advocacy
- Serving as Lower Manhattan's premier center for civic discourse
- Forging closer links to the judiciary



COMMUNITY ENGAGEMENT
Strengthening partnerships and connections among our students, faculty, alumni, and supporters across the NYLS community.




ACADEMIC EXCELLENCE AND INNOVATION
Ensuring academic excellence and innovation by aligning our offerings with student goals and the needs of the market.

- Offering seamless academic support from FirstWeek through the bar exam
- Advancing cutting-edge teaching and learning strategies for legal education
- Enhancing research and writing programs
- Providing an even broader range of experiential learning opportunities
- Supporting STEM and technology-assisted learning
- Serving as a model for a flexible, 21st-century Evening Division
- Building innovative ideas and partnerships to expand student opportunities



CAREER SUCCESS
Supporting students and graduates in the transition from law student to lawyer.

- Advising students through an integrated hub
- Designing a thoroughly modern approach to public interest advising
- Cultivating a flexible approach that supports evening students and alumni



INTELLECTUAL LIFE
Supporting the scholarly community.

- Increasing NYLS's scholarly reputation in the academic community and developing a robust intellectual community on campus
- Recruiting full-time faculty who contribute to NYLS's tradition of teaching excellence and thought leadership
- Facilitating scholarly exchange and collaboration
- Creating new pathways for adjunct faculty and students to participate in the scholarly life of the School

SPECIAL SECTIONS OF THE NEW PLAN

Shaping the Future of Law Through Our Academic Centers

These priorities apply to all six of NYLS's academic centers:

- Expanding academic concentrations and pathways
- Establishing student scholar programs
- Raising the School's profile through executive and continuing education programs
- Expanding each center's network of successful practitioners

NYLS has also specified additional priorities specific to each center:

- Center for Business and Financial Law
- Center for International Law
- Center for New York City Law
- Center for Real Estate Studies
- Impact Center for Public Interest Law
- Innovation Center for Law and Technology

Expanding Our Racial Justice Project

- Furthering work on U.S. civil rights
- Launching an international arm

FROM ORIGINAL PLAN TO NEW PLAN

NYLS's ambitious 2013 Strategic Plan set the School on a course for success amid a turbulent economy and a changing legal profession. It was structured around five strategic goals—and in 2015, NYLS's Institutional Diversity Plan established a sixth goal tied to each of the others. These six goals remain a constant in the new plan. *Find the prior plans at www.nyls.edu.*

Building on its original plan, the School climbed to new heights in the *U.S. News & World Report* rankings, redesigned its curriculum, dramatically expanded experiential learning, and enhanced career planning and placement, student and alumni engagement, and fundraising. NYLS reported its progress in *Strategic Progress and Outcomes* reports published in 2014, 2015, 2016, 2017, and 2018.

In 2018 and 2019, NYLS undertook a community-wide planning process, led by Dean Crowell. Planning involved these steps:

Surveys of the NYLS community: full-time faculty, adjunct faculty, staff, alumni leaders, and students

Discussions with the Board of Trustees

The establishment of faculty subcommittees on critical planning topics: advancing diversity in legal education and the profession, alumni and community connections, the future role of lawyers and legal education, scholarship, and teaching and learning

Meetings with staff

Meetings with alumni leaders

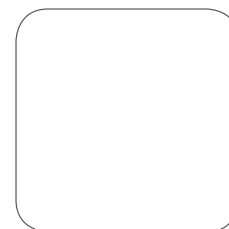
An intensive planning session with student leaders

Meetings with employers and other influencers in the New York legal community

The planning process yielded hundreds of insights and ideas. Broadly speaking, **two things** were clear: First, NYLS's original strategic goals remain as essential as ever. And second, by deepening its commitment to serving as "New York's law school," NYLS will continue evolving to meet the needs of a new generation of leaders.

Every faculty committee, center, and institutional office will use this plan to guide their efforts towards its strategic goals.

A Plan Rooted in Our Values



During the next five years, NYLS will prioritize four key values.

Expanding Opportunity and Access in Legal Education

Because we are “New York’s law school,” we know that seeking dignity, equality, and justice for all people is at the heart of lawyers’ role in society. We embrace our city and state’s rich diversity, understanding that law schools bear responsibility for building a pipeline into an inclusive profession that embraces people of all income levels, races, ethnicities, faiths, sexual orientations, and gender identities. We are committed to advancing a more inclusive profession and greater access to justice through our admissions, academics, clinics, thought leadership, operations, pro bono activities, and through new pipeline programming.

Pioneering New Ways of Teaching and Learning Law

Because we are “New York’s law school,” we know that new ideas thrive in a dense urban environment, when people of all backgrounds come together to share knowledge. As residents of “the city that never sleeps,” we know that the most effective educational programs are flexible and meet graduates where they are, amid their full lives and busy schedules. We are committed to using the newest and best educational technologies and opening doors for the professional success of our students through our vast networks within New York’s civic, legal, and business communities.

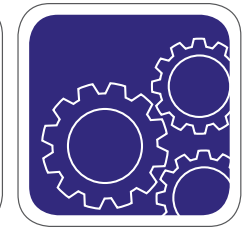
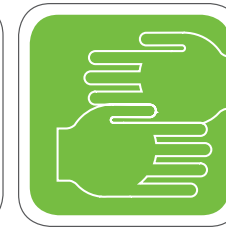
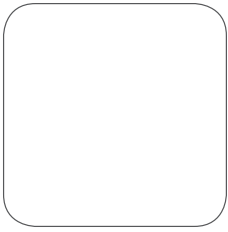
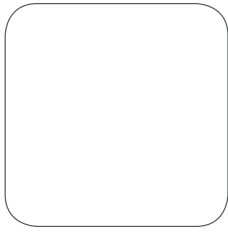
Anticipating the Legal Profession of Tomorrow

Because we are “New York’s law school,” we know the value of relentless innovation, of keeping pace with new technologies and practices, and of meeting the latest needs of law firms and businesses. We understand that there is much to learn from both the public and private sectors, and we see the vast potential of business and technology to advance social justice. We are practical and clear-eyed about how the legal profession is changing—and committed to tapping into the knowledge base of New York’s legal marketplace.

Facilitating Dialogue and Action on a Local and Global Scale

Because we are “New York’s law school,” we embrace the essentiality of operating in a global context, and we are cognizant that what New York City does is watched by the world. Our connections with each other, with our civic leaders, and with leaders from around the world are some of our greatest assets. With a campus at the center of the world’s most important city, we can play a vital role as the premier destination for civic discourse.

Advancing Our Goals



ACADEMIC EXCELLENCE AND INNOVATION

At the core of NYLS's 2013 Strategic Plan was a commitment, from all members of the School community, to put academic excellence at the center of the enterprise. Now, NYLS is launching a new set of academic excellence priorities for the next five years that build on the successes of its first plan

Priorities for the Next Five Years

Offering seamless academic support from First Week through the bar exam

Recognizing that academic and bar success are inextricably linked, NYLS recently added two experienced administrators and educators—an Assistant Dean for Academic Success and an Assistant Dean for Bar Success—to its senior team. The School also continues to provide industry-leading bar-focused classes and tools to all students. These areas will remain a primary focus during the next five years, supported by donations to a new dedicated fund. Recognizing the importance of data-driven solutions, the School's Office of Institutional Research will continue to pursue research and grants to deepen and expand its analysis of academic programs and student performance.

Advancing cutting-edge teaching and learning strategies for legal education

NYLS has begun a partnership with the Teachers College, Columbia University on a project to enhance teaching and learning in the ever-evolving and highly complex law school environment. The project engages leading experts and scholars at Teachers College in facilitating seminars with NYLS faculty based on the most up-to-date research on teaching and learning in higher education. NYLS is, to its knowledge, among the first American law schools to implement such a program. The School plans to expand the program and share its results with colleagues nationwide.

Enhancing research and writing programs

Research and writing are the cornerstones of lawyers' work, and NYLS will make these areas a particular focus during the next five years. The School will explore a more expansive set of opportunities, building on its current research offerings. NYLS will also emphasize writing skills throughout the curriculum to further refine students' research and writing technique, organization, and use of legal citations. In addition, NYLS will expand student publishing opportunities beyond the *New York Law School Law Review* by exploring new frameworks and developing new outlets.

Providing an even broader range of experiential learning opportunities

NYLS expanded and diversified its experiential learning offerings when the 2013 Strategic Plan was published. Since then, the School has continued to make waves in clinical legal education, including by launching the country's first cyberharassment clinic and the first law school clinic exclusively dedicated to gun violence prevention advocacy. Experiential learning opportunities, especially those well-suited for Evening Division students, will remain a major focus in the next five years.

HIGHLIGHT

A Unique Partnership for an NYLS Clinic

In 2019, NYLS's Post-Conviction Innocence Clinic and the Suffolk County District Attorney's Office received a major partnership grant from the U.S. Department of Justice to investigate wrongful conviction claims. This model of collaboration is rare nationally. The clinic is part of NYLS's Joe Plumeri Center for Social Justice and Economic Opportunity, a modern hub for clinical and experiential learning.

HIGHLIGHT

Promoting Competence and Diversity in the Tax Bar

NYLS's LL.M. in Taxation has been voted No. 1 by *New York Law Journal* readers since 2010. Going forward, the program is focused on connecting business tax lawyers with emerging international tax issues and expanding free CLE support for community-based trusts and estates lawyers.

Supporting STEM and technology-assisted learning

NYLS students benefit from New York's powerful role in the global tech economy. The School's Business of Law Institute, launched in fall 2018, will lead expanded legal tech and legal operations programming, capitalizing on relationships with corporate counsel offices and the providers of leading legal technologies. Another initiative, the Privacy Professionals Program, will train students for in-demand careers at tech companies. NYLS is also expanding its focus on attracting students with STEM (science, technology, engineering, and mathematics) training—particularly women—as candidates for its highly regarded intellectual property and privacy curricular tracks. To advance this goal, the School has launched a new scholarship fund for Evening Division students with a degree or professional experience in STEM.

Serving as a model for a flexible, 21st-century Evening Division

In 2019, NYLS's Evening Division turned 125 years old. Building on its legacy as one of the country's first law schools to launch a part-time evening program (in 1894), NYLS is now reshaping its Evening Division around the unique needs of the modern workforce, including creating robust experiential learning programs. The School has secured a significant grant from AccessLex Institute for a multi-year research project to design and implement interventions that respond to the academic and bar success challenges unique to evening students. The project's outcomes will be shared as best practices with other law schools. In addition, NYLS initiated an Evening Division Leadership Fund in early 2019 to support the provision of best-practice study tools that help evening students thrive amid competing demands.

Building innovative ideas and partnerships to expand student opportunities

As a 129-year-old independent law school, NYLS benefits from its unique flexibility to work with other institutions on interdisciplinary learning opportunities for students. During the next five years, NYLS will increase its focus on mutually beneficial partnerships, particularly those that complement the existing specialties outlined in its **Think BIG** curriculum; expand access to legal education for people of all backgrounds; and address social inequities suffered by New Yorkers.



B BUSINESS AND FINANCIAL SERVICES
I INTELLECTUAL PROPERTY AND PRIVACY
G GOVERNMENT AND PUBLIC INTEREST LAW

Shaping the Future of Law Through Our Academic Centers

Aligned with the most significant practice areas of the New York—and global—economy, NYLS's six academic centers engage students, faculty, alumni, and outside practitioners in concentrated legal studies and real-world opportunities. They are a critical component of the School's strategy for the next five years.

A Solid Foundation: Six Dynamic Centers

CENTER FOR BUSINESS AND FINANCIAL LAW

NYLS has a long and exceptional record of launching graduates into careers at the world's leading businesses, financial institutions, law firms, and regulatory agencies. The Center for Business and Financial Law's curricular and extracurricular offerings focus on deal-making, transactional skills, startups, technology financing, and compliance. Amid rapid changes to the delivery of legal services, the operation of in-house legal departments, and the business models used across all industries, the Center leads the way in aligning NYLS's educational programs with the legal job market.

CENTER FOR INTERNATIONAL LAW

New York City has a heavy demand for skilled practitioners who can operate on the global stage. The Center for International Law was founded with a generous grant from the Starr Foundation, in honor of Maurice R. (Hank) Greenberg '50, the foundation's Chair and a Trustee Emeritus of NYLS. The Center has long supported teaching and research in a broad range of international law topics influenced by New York's corporate, commercial trade, humanitarian, and legal sectors. Its activities include the C.V. Starr Lecture Series and Otto L. Walter Lecture Series, as well as classes and events where critical global issues are discussed.

CENTER FOR NEW YORK CITY LAW

The Center for New York City Law—the only academic center of its kind—is a vibrant community of law and policy experts dedicated to creating an open window on New York City’s government. Its offerings include *CityLaw*, a bi-monthly journal; *CityLand*, an online publication on land use decisions; *CityRegs*, a bi-weekly email news service on regulatory decisions; and *CityAdmin*, an online database of New York City administrative decisions. The Center also hosts events and trainings.

CENTER FOR REAL ESTATE STUDIES

NYLS’s Center for Real Estate Studies has built a powerful network of alumni leaders at real estate law firms and companies—from established multinational businesses to tech-focused startups. The Center prepares students for leading roles in the real estate industry by offering a focused course of study and related business law subjects, master classes, and timely networking events. It also engages with the broader New York City community by convening real estate professionals, policymakers, and academics.

The Diane Abbey Law Institute for Children and Families

The Abbey Law Institute is dedicated to policy research and advocacy involving family law and children. It was founded by Diane Abbey, a former public school teacher and the spouse of NYLS Board Chair Arthur N. Abbey ‘59.

IMPACT CENTER FOR PUBLIC INTEREST LAW

The Impact Center for Public Interest Law responds to timely public interest issues by offering specialized courses, service opportunities, and events. The Impact Center is home to the Diane Abbey Law Institute for Children and Families and to numerous other institutes and projects dedicated to aspects of public interest law, including racial justice, criminal justice reform, housing rights, education law, ethics and professionalism, immigration, and consumer rights. The Center also runs successful fellows programs, including the Abbey, Carbonell, and Steel Fellowships.

INNOVATION CENTER FOR LAW AND TECHNOLOGY

The Innovation Center for Law and Technology is a dynamic hub of learning and research at the intersection of law, technology, and social justice. Its doctrinal fields of study include privacy and data security, intellectual property, and internet law. The Center also focuses on legal and policy issues in information technology, applied sciences, fashion, media, and entertainment. Its activities include anti-cyberharassment advocacy, patent and trademark clinics, a fashion law program, and events.

The Next Chapter: Growing and Innovating While Maximizing Synergies

The following strategies will guide the next phase of development for NYLS's six academic centers.

Expanding academic concentrations and pathways

As each center's focus area continues to evolve, NYLS is taking a proactive approach to aligning its practice pathways with the latest needs of the legal marketplace. In the next five years, the centers will enhance their offerings to meet or anticipate changing demands in sectors such as financial technology, legal operations, immigration law, environmental law, health care law and policy, housing rights, family law, privacy law, and tax law. They will also continue to emphasize interdisciplinary and experiential learning.

Establishing student scholar programs

NYLS will continue to recruit high-performing students whose professional interests align with the work of each center. Students selected as Center Scholars will be eligible for specialized opportunities with each academic center, involved in the curriculum and activities of their respective center from their 1L years, and eligible for unique mentoring and experiential learning opportunities. The School is also working to create scholarship opportunities that would accompany these programs. Related to this effort, the academic centers will expose college and high school students to emerging areas of practice through NYLS's new pipeline programs (see page 21).

Raising the School's profile through executive and continuing education programs

NYLS's prime location and modern facilities enable opportunities for continuing education and training, networking, professional development, and information exchange across disciplines. Its academic centers provide a framework for expanding these opportunities. The centers will work with other parts of the School to develop new executive education programming, continuing education programming, and non-accredited certificates—organized under the umbrella “NYLS Presents”—to prepare professionals for the changing legal and regulatory landscapes in which they work. As appropriate, NYLS will collaborate with outside organizations on these efforts.

Expanding each center's network of successful practitioners

Each academic center relies on the industry expertise and counsel of successful alumni working in practice areas related to the center's mission. NYLS will expand this circle by launching a new Senior Fellows Program (see page 15), by forging closer connections between the Office of Institutional Advancement and existing center advisory boards (see page 17), and by strengthening ties between alumni focused on key practice areas and center leadership (see page 17). An important goal of this work is to connect students with mentors, work experience, and ultimately meaningful career pathways after graduation. Another goal is to connect alumni so they benefit from the full breadth and depth of NYLS's professional networks.

Additional Center-Specific Priorities

- Providing a high-caliber forum for industry general counsels, compliance officers, and students who aspire to these roles to explore the business of law and legal operations.
- Business-focused simulation courses on topics such as corporate transactions, tax, and securities, complemented by hands-on learning opportunities at the intersection of technology, business, and law.
- A lecture series that teaches business development skills while emphasizing areas essential to the practice of business and corporate law. This would include a "Mini M.B.A. Boot Camp" for law students and an executive education "Business Boot Camp" for professionals.

- Forums for city agency general counsels; these recently launched events provide a confidential space to discuss issues of common concern, share best practices, and engage in collaborative problem-solving, with the Center shaping agenda items and facilitating conversations.
- Additional trainings on local and state government topics, including planned new trainings for community board members, expanded CLE topics, and a greater footprint at the state level.
- Expansions to the Center's popular CityLaw Breakfast series, including an Emerging Leaders Series, focusing on the newest local government leaders, as well as an Excelsior Series, featuring New York State officials.

- Expanded options for students' public interest capstone projects and increased visibility of students' work, as well as greater collaborative research opportunities between students and faculty members.
- Experiential learning and pro bono opportunities that meet community needs, including, for example, a program through which NYLS students advise pro se Family Court litigants.
- New learning opportunities for students and non-students on the timeliest public interest issues through the Center's Impact Today lunches, Racial Justice Roundtables, speaker series, courses, symposia, and CLEs.

CENTER FOR BUSINESS AND FINANCIAL LAW

CENTER FOR INTERNATIONAL LAW

CENTER FOR NEW YORK CITY LAW

CENTER FOR REAL ESTATE STUDIES

IMPACT CENTER FOR PUBLIC INTEREST LAW

INNOVATION CENTER FOR LAW AND TECHNOLOGY

- New certificates in international law for students who successfully complete key international law core courses during their J.D. studies and/or programming for foreign lawyers who practice in New York.
- Enhanced support for and performance in key student competitions with an international law focus.
- An executive arbitration program, through NYLS's Alternative Dispute Resolution Skills Program and likely in cooperation with a partner organization, that focuses on advanced practice skills.

- Real estate-focused J.D. and executive education "Boot Camps" that offer a powerful combination of business of real estate fundamentals, substantive legal concepts, and practical skills.
- Additional lectures and programming related to the business of real estate law and tech and real estate law, as well as further inclusion of these concepts in the curriculum.
- Large industry gatherings that feature leaders from the business, legal, government, and financial sectors and support greater synergies with top real estate talent.

- Advocacy on key privacy and cyberharassment issues, including by filing amicus briefs in significant cases and forging strategic partnerships with activist tech organizations.
- An expanded Innovation Center mentorship program, which pairs affiliated students with both recent and experienced NYLS graduates working in intellectual property or privacy law.
- Further development of the new Privacy Professionals Program. This effort includes generating support for students who wish to take the Certified Information Privacy Professional exam.



CAREER SUCCESS

NYLS's 2013 Strategic Plan recognized the fundamental importance of career success to every student's academic pathway. That focus will remain central during the next five years, as the School continues evolving to align with the modern legal marketplace to the greatest degree possible.

Priorities for the Next Five Years

Advising students through an integrated hub

NYLS has opened a one-stop suite for students who seek academic advising, bar advising, career advising, student services, and writing assistance. The Academic, Career, and Student Life Hub represents NYLS's cohesive approach to student advising. Recognizing that students' professional development begins on the first day of law school, the School requires professional development coursework for all 1L students and links each student to advisors who work together, informed by the student's strengths and weaknesses and driven by the student's accountability and goal-setting. In addition, NYLS's Career Development team will coordinate with clinical and center faculty to help students build a cohesive and comprehensive program that meets their objectives and needs.

Designing a thoroughly modern approach to public interest advising

NYLS's new Social Justice Hub, which draws inspiration from shared co-working spaces and startup incubators, is home to the School's public interest career advising services and to a number of "incubated" national nonprofits with a social justice focus. The hub enables cooperative relationships between students and the outside nonprofit groups. In the coming years, NYLS's Office of Public Service and Pro Bono Initiatives, part of the hub, will facilitate research collaborations, internships, and networking events.

Cultivating a flexible approach that supports evening students and alumni

Today's lawyers are likely to change jobs several times during the course of their careers and may switch between traditional and nontraditional legal roles. NYLS's Career Development team is focused on providing a flexible, nimble approach to its advising services for both students and alumni. Another priority for the School is to expand professional development opportunities that are well-suited for Evening Division students, who face additional time constraints and who may especially benefit from one-on-one networking opportunities. With these populations in mind, NYLS is also targeting rapidly-growing J.D.-advantage fields, including privacy and cybersecurity, immigration, compliance, legal tech, government, and tax.

HIGHLIGHT

A Strategic Approach to Employer Relations

Taking a cue from NYLS's institution-wide strategic planning, the Office of Career Development has developed an Employer Relations Strategic Action Plan. The plan details initiatives to enhance marketing of NYLS graduates to employers in targeted, high-growth fields by more efficiently collecting and analyzing employment data.

HIGHLIGHT

Launching a Senior Fellows Program

As part of its plan to further engage successful practitioners in the everyday life of the School and professional success of its students, NYLS has established a Senior Fellows Program. Senior Fellows are appointed by the Dean and President. They work closely with one of NYLS's academic centers or institutes, contribute to thought leadership, may serve as a practitioner-in-residence, and advise students on career paths in their area of expertise.



INTELLECTUAL LIFE

A vibrant intellectual community has always been essential to NYLS's mission. The School's 2013 Strategic Plan called for broader promotion of its faculty scholarship and for making the most of NYLS's location to facilitate important discussions. This new plan represents an expansion of the progress made.

Priorities for the Next Five Years

Increasing NYLS's scholarly reputation in the academic community and developing a robust intellectual community on campus

During the next five years, NYLS will continue to increase the School's academic reputation externally and to ensure that the scholarly work product of its community is shared broadly through print and digital publications, symposia, dialogues, workshops, research projects, and the media. NYLS will also continue to support faculty members in their work to organize thought leadership events, to present nationally and internationally, to publish in academic and industry journals, to testify before Congress and state legislatures, and to engage in advocacy. The School's Co-Deans for Faculty Scholarship are an important part of this effort.

Recruiting full-time faculty who contribute to NYLS's tradition of teaching excellence and thought leadership

NYLS has always been distinguished by its accomplished faculty members. In recent years, the School has made strategic hiring decisions, adding to its ranks or promoting to tenure or long-term contracts renowned scholars and practitioners in fields ranging from community economic development to privacy law, biotech and patents, internet security, criminal law, and international law. During the next five years, the School will evaluate its hiring needs and, as appropriate, seek to hire scholars and practitioners who are invested in its mission and whose work is demonstrably advancing the field.

Facilitating scholarly exchange and collaboration

NYLS will capitalize on its prime location to expand opportunities for dialogues with outside leaders, using the priorities of its academic centers as a framework to focus these discussions. The School will also expand opportunities to host interactive working groups; past events have included the Criminal Justice Ethics Schmooze and the Internet Law Works-in-Progress symposium. NYLS will continue to recruit distinguished outside scholars to its Scholarship Lunch Series.

Creating new pathways for adjunct faculty and students to participate in the scholarly life of the School

NYLS's talented adjunct faculty members are leaders in all practice areas, from the judiciary to public service and big law firms. With the recent appointment of NYLS's Dean for Adjunct Faculty Engagement, the School will prioritize opportunities for adjunct faculty members to collaborate with full-time faculty, each other, and students on innovative research projects, events, and publications.

HIGHLIGHT

Providing Legal Education to Other Industries

NYLS is exploring how it can provide basic legal training and/or lessons in specialized areas of law to different sectors of the New York City marketplace. Examples of specialized topics might include immigration law, media law, and dispute resolution.



COMMUNITY ENGAGEMENT

The current social, political, and business climate offers unprecedented opportunities for NYLS to expand its influence. During the next five years, NYLS will significantly grow its engagement with its external and internal communities while positioning itself as Lower Manhattan's premier destination for civic discourse.

Priorities for the Next Five Years

Launching a bold new alumni engagement program

- *Aligning outreach and engagement with stages of professional development:* A priority during the next five years is to ensure a continuous bond between NYLS and its alumni as they progress through their careers, from recent graduates to seasoned leaders. To facilitate this, the School will provide alumni with programming targeted to their professional goals and the stage of their careers. NYLS will also add new ways for alumni of all career stages to become more involved in the life of the School.
- *Strengthening regional outreach:* NYLS will enhance its connections to alumni throughout the greater New York City area (Long Island, New Jersey, and Westchester County) and in key regions (including Los Angeles, D.C., South Florida, and Chicago, among others), with the goal of activating, supporting, renewing, or deepening local engagement. This effort will be bolstered by a new Regional Alumni Engagement Committee of NYLS's Alumni Association Board and led by committed alumni leaders in each region.
- *Developing practice area networks:* NYLS plans to develop targeted networks of alumni whose practice areas align with the School's academic centers and institutes. The School will focus on alumni in senior roles who can partner with NYLS to help create professional opportunities for students and recent graduates. Practice area networks will also deliver value to alumni by providing access to industry peers. An early example of this work is NYLS's Asset Management Working Group.

HIGHLIGHT

Power Breakfast With Alumni Leaders

NYLS has begun engaging eminent alumni leaders in the public and private sectors through roundtable breakfasts with Dean Anthony W. Crowell. These events allow exchanges, in a small-group setting, between senior alumni in the same geographic area or industry, as well as discussions about NYLS programs and plans. Thus far, the School has held two events, primarily involving general counsel- and partner-level alumni in the D.C. area, hosted by NYLS Trustee Jeffrey Knowles '75, and a breakfast with its Asset Management Network in New York City, hosted at Greenberg Traurig LLP by Michael Aluko '01, a Shareholder at the firm.

- *Capitalizing on existing advisory boards:* The School will deepen the involvement of the boards that currently advise its academic centers, institutes, and programs, giving board members even more meaningful opportunities to shape and support programs that are central to developing the next generation of leaders. This effort will include the Dean's Institutional Advisory Board, a group of alumni leaders who work with the Board of Trustees and administration on NYLS's strategic undertakings.

- *Inspiring alumni and friends to support NYLS through philanthropy:* The philanthropic support of alumni and friends is essential to NYLS's ability to create opportunities for students. For many alumni and friends, supporting scholarships, academic programs, legal clinics, student and co-curricular organizations, and faculty development is a rewarding way to help students and contribute to the School's success. The School will greatly expand giving opportunities, enabling more alumni and friends to invest in the programs that are personally meaningful to them.

HIGHLIGHT

A Family's Gift Honors a Graduate's Legacy

In 2019, the family of distinguished graduate Jay S. Watnick '59 made a \$1 million gift in his memory. The gift will support scholarships for years to come. It also names the Jay S. Watnick, J.D., Class of 1959 Reading Room and Legal Research Center in NYLS's Mendik Library, honoring the legacy of a successful alum.

- *Amplifying alumni recognition:* NYLS will expand its recognition of the many ways in which alumni are achieving professional success and inspiring NYLS's community by investing their time, talent, and gifts in the School.

Engaging the NYLS community in meaningful social justice advocacy

NYLS has a powerful legacy of public interest and pro bono leadership and strong ties to the nonprofit sector. The Safe Passage Project, the city's leading provider of legal services for immigrant children, was founded and is housed at NYLS. With the opening of its Social Justice Hub, NYLS will expand on this work. Two critical areas of focus are criminal justice reform and restorative justice. In addition, NYLS's Impact Center for Public Interest Law is developing a Public Service Scholars Program. The Innovation Center for Law and Technology plans to file amicus briefs in impact cyberharassment cases and continue its legislative advocacy. The Diane Abbey Law Institute for Children and Families will engage students in individual representation, community outreach, and legislative or policy projects related to family law. And NYLS's legal clinics are seeking new ways to address social inequities and protect New Yorkers.

HIGHLIGHT

Training a New Generation of Housing Rights Leaders

The Housing Justice Leadership Institute at NYLS—launched in 2019—is meeting a critical need in New York City. In August 2017, the city became the first jurisdiction in the country to provide free legal counsel to low-income people at risk of eviction. As legal service providers rapidly scale their operations, the Institute is providing first-of-its-kind leadership and supervisory training. Its generous funders include the Robin Hood Foundation, the IOLA Fund of the State of New York, and the New York Community Trust.

Serving as Lower Manhattan's premier center for civic discourse

NYLS will continue to strengthen its connections to the New York City community and its position as a setting for public dialogue on the most important issues of the day. The School will capitalize on its strong alumni presence in local bar associations; its strong ties to elected officials, government agencies, and civic organizations; its links to the New York City business and legal sectors; and its relationships with neighboring Lower Manhattan institutions. NYLS will cultivate new opportunities for students and alumni to engage with these groups through potential co-locations and collaborations, networking and teaching opportunities, and partnering on interdisciplinary events. The School is also expanding its government relations engagement to deepen partnerships with its local representatives and other policymakers.

Forging closer links to the judiciary

NYLS has long maintained connections to the judiciary: The portraits of more than 100 alumni who serve or have served as judges line the walls of its "Hall of Judges" on campus. Students also benefit from NYLS's strong Judicial Externship Program and the School's proximity to numerous state and federal courthouses. In 2018, NYLS appointed a Special Advisor to the Dean, who will lead the School's Judicial Clerkship Committee. The Special Advisor is expanding efforts to connect students to positions in the judiciary, seek judicial participation in the School's professional development programs, and build new partnerships between NYLS and the surrounding legal and judicial communities.

Expanding Our Racial Justice Project

DOMESTIC

Domestic projects planned by RJP are below:

- **Impact litigation, white papers, legislative work, and public education work** with a range of nonprofits, think tanks, and government agencies.
- A **speaker series** featuring prominent academics and government leaders.

These projects will address a broad range of issues, including the following:

- Affirmative action
- Fair housing
- Hate crimes
- Voting rights

A particular focus will be criminal justice reform.

NYLS's Racial Justice Project (RJP) is a long-respected legal advocacy organization that has filed amicus briefs in high-profile impact litigation cases, published original research, and engaged in influential advocacy. With support from Lewis M. '63 and Kitty Steel, RJP recently added a fellowship related to this work. Now, RJP will refine its U.S.-focused projects and expand to include a global component.

INTERNATIONAL (NEW)

International projects planned by RJP are below:

- The **Law, Identity, Race, and Culture Consortium**, a global collaborative research network hosted by NYLS that includes scholars from the United Kingdom, South Africa, Kenya, and Australia, and will research and publish on topics at the intersection of law, identity, race, and culture.
- The **South African and Global Judicial Biographical Project**, a profile series on influential judges of color from South Africa and around the world, beginning with the late Justice Ismail Mahomed, South Africa's most renowned Black barrister and the first Chief Justice of a democratic South Africa. Students will serve as research assistants.
- The **South Africa Reading Group**, a newly relaunched discussion group formed at NYLS more than two decades ago by esteemed faculty member Professor Stephen J. Ellmann, who passed away in March 2019. The group engages NYLS faculty and students, along with academics and policy advocates from the United States, South Africa, and elsewhere, in conversation about South African law and policy issues. The group also hosts talks by world-renowned South African public figures.

The Stephen J. Ellmann Judicial Fellowship

In 2019, NYLS created the Stephen J. Ellmann Fellowship in recognition of Professor Stephen J. Ellmann's long-time commitment to the rule of law in South Africa. Shortly before Professor Ellmann passed away, he completed *And Justice for All: Arthur Chaskalson and the Struggle for Equality in South Africa*, the latest addition to his extensive scholarship on human rights, social justice, and constitutional law topics. The book chronicles the extraordinary legacy of the first President of South Africa's Constitutional Court. The Stephen J. Ellmann Judicial Fellows serve as judicial clerks at the Gauteng Division of the High Court in South Africa, either at the Johannesburg or Pretoria High Courts. They conduct legal research, prepare memoranda for judges, and draft opinions. They also assist judges who are on circuit in the regional courts in the Gauteng Province of South Africa.



OPERATIONS

NYLS's 2013 Strategic Plan followed a thorough, School-wide operational review. That review process identified three areas of focus that would serve as priorities during the 2013 Plan's implementation period: efficiency, technology, and service. These focus areas will continue to guide the next five years.

Priorities for the Next Five Years

Developing a strategic financial plan to support a sustainable and successful School

NYLS is finalizing a multifaceted plan to ensure that the School continues to thrive as an innovator in legal education through highly responsible fiscal stewardship and program management. In tandem with the plan, the School will evaluate opportunities to work with strategic partners, as it has done periodically in the past.

Ensuring efficient operations and student services

NYLS is also developing a five-year facilities capital plan. The plan will upgrade campus conveyance and mechanical systems, implement new code compliance rules, and enhance energy-saving measures. The School will also enact new maintenance programs to ensure that periodic upgrades and significant campus renovations are well-coordinated. Another priority is to create a consolidated Business Continuity, Emergency Response, and Crisis Management Plan to ensure best practices for maintaining business operations in the event of an emergency.

Using technology to enhance customer service

In the next five years, NYLS will transition in-house data services to the cloud, which will provide improved, cost-effective performance, data security, and resiliency. The School will also refresh its technology infrastructure, with a primary focus on upgrading classroom technology and user hardware and services.

Continuing robust employee training programs

NYLS will expand and enhance employee training in key areas, including bystander intervention, harassment prevention, and elimination of bias, all with the goal of building and maintaining the most inclusive community possible. NYLS is also continuing the performance management and professional development program begun during the 2017–18 academic year. The School's Title IX Office will continue to lead comprehensive training programs to ensure that the NYLS community is aware of important laws and policies related to Title IX and fostering a safe environment for all.

HIGHLIGHT

Prioritizing Data Integration

By consolidating data from disparate systems and programs, NYLS will help ensure a seamless experience for students, alumni, faculty, administrators, partners, and friends. Data integration supports additional strategic goals outlined in this plan, such as enabling NYLS to provide meaningful, tailored advising to students that is informed by each student's experiences; facilitating a seamless transition from student to graduate; understanding the student experiences that influenced alumni career progression; and enabling more meaningful communication and engagement with alumni.



DIVERSITY AND INCLUSION

In 2015, after establishing the Office of Diversity and Inclusion, NYLS published its first-ever Institutional Diversity Plan. Led by NYLS's Faculty Committee on Diversity and Inclusion and NYLS's Office of Diversity and Inclusion, the School has made progress on many of its goals. The next five years will advance that progress.

Priorities for the Next Five Years

Advancing the objectives of the Institutional Diversity Plan

NYLS's Institutional Diversity Plan aligns with its overall five Strategic Goal areas: Academic Excellence and Innovation (with specific goals related to students, faculty, and administration and staff), Career Success, Intellectual Life, Community Engagement, and Operations. Many of these broad aspirations will remain the same, but the 2020 Strategic Plan offers an opportunity to review specific activities and initiatives. As NYLS undertakes this work, the School will focus on implementing measurable benchmarks for the next five years.

Launching and growing pre-law pipeline programs

In June 2019, the School launched its Summer Pre-Law Program for college students in the New York City area. The program was developed by the NYLS Office of Diversity and Inclusion and the NYLS Faculty Committee on Diversity and Inclusion. It is held on NYLS's campus, offered at no cost to participants, and taught by NYLS's faculty. Topics include Introduction to Basic Legal Method, Legal Writing and Written Legal Communication, Introduction to LSAT Preparation, Academic Success, and Professional Development. The program concludes with a Project-Based Capstone, in which students work in small teams to argue positions on behalf of a "client." NYLS will stay in touch with participating students throughout their junior and senior years to provide them with law school-related resources.

NYLS is also developing pipeline programs for rising ninth-graders and for working professionals. The School will partner with Legal Outreach to teach rising ninth graders about law school, legal careers, criminal justice, and the criminal trial process. In addition, NYLS is laying the groundwork to launch its Non-Traditional Pipeline Program for civil servants and other working adults. Since 2013, the School has informally partnered with paralegal studies programs and government agencies to create new on-ramps to law school. The Non-Traditional Pipeline Program will represent a formalized approach to this work.

Expanding high-quality internal and external programming

In support of the goals outlined in its Institutional Diversity Plan, NYLS has worked to position itself as the premier destination for high-quality continuing legal education and industry events related to diversity and inclusion. In recent months, the School has offered numerous CLEs that provide credit in the state's new Diversity, Inclusion, and Elimination of Bias requirement; extensive immigration law trainings and conferences; and public dialogues on racial justice initiatives and racial inequities. To further support its internal community, NYLS is also expanding cultural competency programming for students, faculty, and staff.

HIGHLIGHT

Partnering With the Interfaith Center of New York

New York is home to people of every faith. The Interfaith Center of New York (ICNY), a nationally recognized nonprofit, works with local religious and civic leaders to overcome prejudice, violence, and misunderstanding. In 2019, NYLS launched a partnership with ICNY, through which students take part in workshops and community education clinics that advance justice for people of all faiths, particularly immigrant and disenfranchised religious communities. The program helps prepare NYLS students to serve clients of all backgrounds. It includes a major attorney training symposium.

Supporting first generation professionals

About one-third of NYLS's students are first generation professionals. The School offers scholarships to first generation students and supports its highly active First Generation Professionals student organization through networking, professional development activities, and career advising. Ensuring that NYLS continues to attract, retain, and support first generation professionals remains a significant priority during the next five years.

The Path Ahead



Measuring Our Progress

NYLS will report annually on the measurable progress made towards the goals and priorities outlined in this plan. The School will publish these reports at www.nyls.edu and distribute them broadly to its community, as was done following the 2013 Strategic Plan.

When the first NYLS graduates crossed the stage of Carnegie Hall in 1892, they faced a society that was undergoing rapid economic and social changes. And yet no one could have predicted the degree to which extraordinary shifts in business, technology, and government would completely rewrite the rules for how the law and democracy functioned and whom they served.

But law remains the heart of a healthy democracy. Time and again, lawyers step in to defend the rule of law, to fight for those who are treated unfairly, to set boundaries around the burgeoning influence of new technologies, and to contribute to economic growth. As “New York’s law school,” NYLS intends to play a central role in the next century of legal education and the profession.

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To provide an extraordinary and innovative educational experience that embodies the fundamental values of the legal system and creates a bridge from scholarship and service to leadership and practice;

To offer a vibrant, diverse, and forward-thinking center of legal studies where students develop the knowledge, skills, and professional values to serve their clients and have successful careers advancing justice, building the economy, and serving the needs of modern society; and

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